

Transport for London

Preferred Suppliers Framework

May 2018

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V1.0

future
thinking

MAYOR OF LONDON

Transport for London



Objectives and Methodology



Objectives and background

Background

Businesses can play a huge role by managing their delivery and servicing activities to reduce the number of vehicles on London's roads.

TfL is interested to understand the potential for landlords to include mandated suppliers within tenancy agreements

Research is needed to understand the practicality/viability and appetite for writing preferred suppliers into tenancy agreements

Understand how businesses currently manage their deliveries

Identify barriers and benefits to preferred suppliers in tenancy agreements

Identify which businesses and services preferred suppliers would be suited to

Establish how preferred suppliers can best be initiated in multi-tenanted offices

Overview of approach

We conducted 40 face to face in-depth interviews, split across Tenants/potential Tenants, Landlords and Management Companies. Sessions lasted between 35-40mins



15 Landlords

“The Decision Makers”

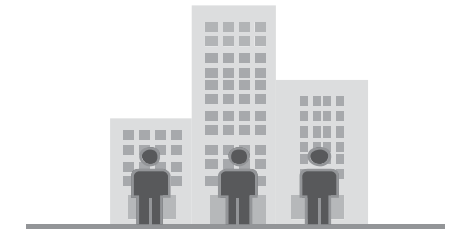
Landlords are key to this initiative, they will be in charge of amending tenancy agreements and initiating changes



15 Management Companies

“The Intermediary”

Management companies/leasing agents are similar to landlords as they have their own tenancy agreements, however they need to consider both landlord and tenant reaction



10 Tenants/ Potential Tenants

“The Client”

Tenants will be the ones that need to agree to these terms. Their consent is vital.

Recruitment Criteria:

- Mix of Senior team Members/Decision Makers (CEOs/CFOs) and Facilities Managers
- Office needs to be in the congestion zone
- Mix of those involved in BIDs and those not
- All Tenants to work in a multi-tenanted building
- All Landlords and Management Companies to own own/look after a multi-tenanted building in the congestion zone



Summary of Findings

Key Findings

Cost and business efficiency drive business interest in implementing changes

Ability to actually implement changes depends on size/type of business. Small tenant businesses more likely to change

There is a clear understanding of the benefits of preferred suppliers but more evidence is required to where this has worked in practice

Some deliveries/services are better suited to preferred suppliers. Utilities like gas, water and services like waste, pest control feel the most natural fit.

Businesses are starting to understand the role they can play to address congestion and environmental problems, and there is evidence of some companies already taking steps to do this



Understanding how deliveries, servicing and collections impact Tenants, Management Companies and Landlords

All of our participants' roles have been impacted by the high number of deliveries and visits to London's offices, in some way or another

There is a lot of pollution, the tenants and my team have to walk through heavy polluted streets to get to work
Head of Sustainability, GVA

Pollution and air quality

There is only one loading bay, there are often times when multiple deliveries are made and this can cause frustration and delays
Senior Manager, Boleyn Construction

Lack of parking

Waste bags hanging around outside can be an issue for current and prospective tenants
Sourcing Manager for Estates and Facilities, Essentia

Collections affected

Impact on local area

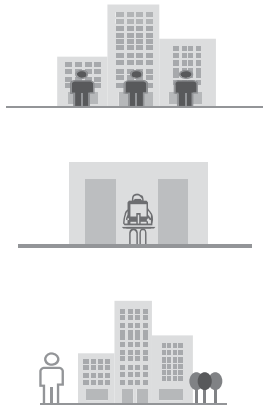
All the pollution means the building gets dirty quickly, we always have van parked in front, making the place look untidy
Office Manager, Business France

Fatalities and accidents

High volumes of traffic make the streets less safe. There was a fatality down the road from us last week
Management Company

Staff time

There are constant deliveries to our office, not just business critical ones, lots of personal deliveries and ASOS and Amazon!
Commercial Director, Lenta Business Centre



Suppliers can cause issues for tenants and their deliveries



Generally Tenants feel that suppliers are in control of deliveries and how they receive them

Suppliers not consolidating packages

Sometimes things from the same order will arrive at different times. There are suppliers that don't package things together, Amazon are the worst for this!

Tenant

Late Deliveries

We have asked for a delivery to arrive at 10am urgently and it will arrive at 11am due to congestion

Tenant



Suppliers dictating timings for deliveries

We have some suppliers that will tell us when things are arriving not the other way around. I think they want to avoid certain times on the roads

Marketing Manager, Bubba Gump Shrimp

There are three main types of servicing and delivery requirements that each company/building has to manage



Hard Services

Include all technical and hardware needs of the building including electricity, gas, internet, plant rooms etc



Soft Services

Include all non technical building services including security, cleaning, waste and maintenance



Business Deliveries

Any requirements/needs of a business including stationery, consumables, marketing materials, food, water, tea and coffee etc..

Some hard and soft services are already subject to preferred suppliers – these are either written into agreements or offered on arrival to the building



Waste and Recycling; whilst many Tenants are left to manage their own, if preferred suppliers are used this is usually built into tenancy agreements and for the vast majority is council led, others use First Mile or 'greener' services.



Consumables; businesses without canteens may go through their management teams when ordering food for meetings, management teams also usually stock shared areas e.g. bathrooms and tea and coffee areas



Utilities; Some Landlords and Management Companies will deal with utilities such as water, gas and electricity. They report this being relatively painless with little push back from clients. The Internet is more complex, with many businesses having specific needs from their provider and requiring their own router for stronger internet.



Couriers; Often this is left up to Tenants to organise, however those in managed offices often utilise Management Companies facilities managers to send out packages and arrange collections, as such they will be using their preferred supplier



Cleaning, maintenance, security; Many Management Companies and some Landlords offer cleaning, maintenance and security teams (some of these are even in house) but Tenants are not usually forced to take this on and more security conscious businesses decline

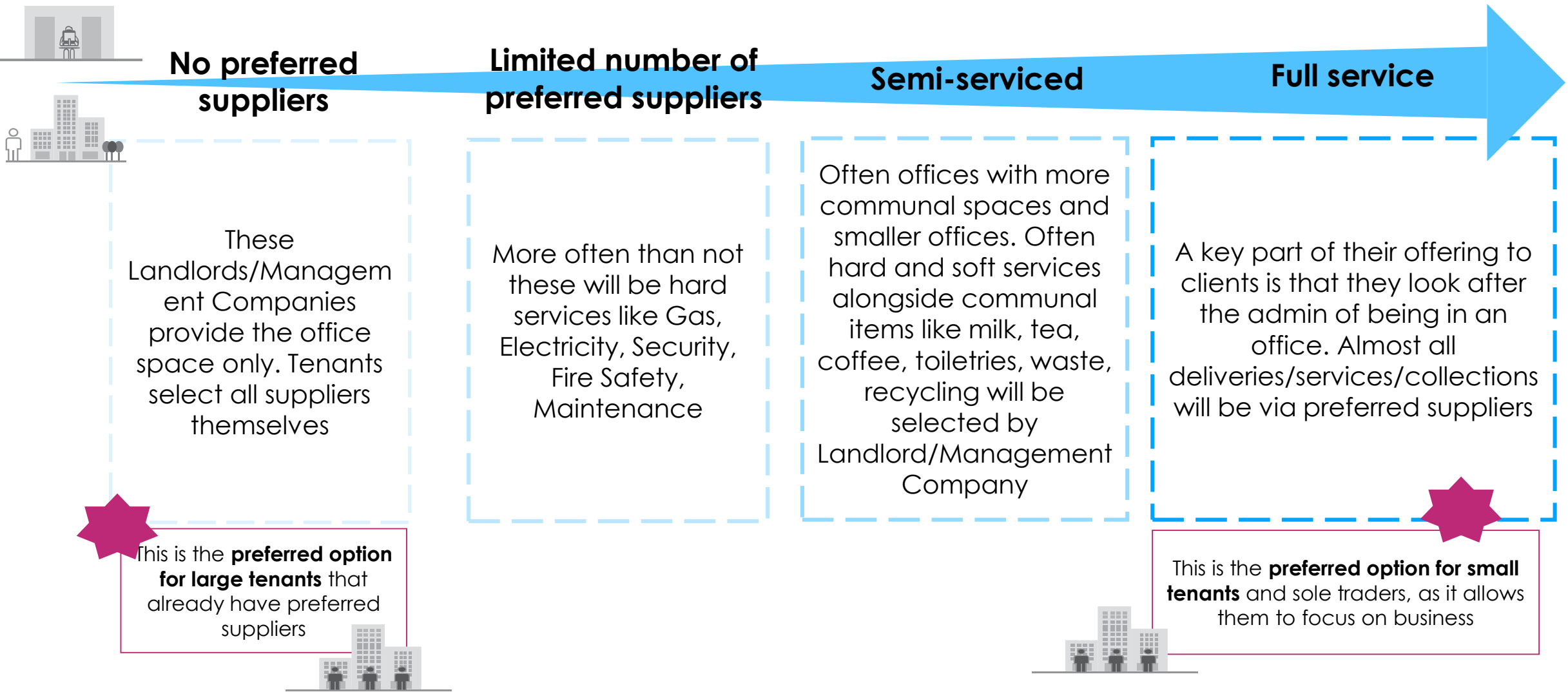
Who would this scheme work best for?

- Ideally **new set of Tenants**, to a new building, all starting tenancy at the same time
- **Tenants ideally should be small businesses** (large businesses often have their own procurement teams)
- Target **Landlords that already provide some servicing elements**
- **Tenants that are licensees rather than Tenants** (those that have a rolling contract) tend to be more open to preferred suppliers
- **Landlords that have larger teams** to enable them to provide the necessary resources to procuring suppliers
- Target businesses that are **involved with BIDs**, these businesses are generally more switched on to the issues of congestion and have often had these conversations with their contact at the BID
- **24hr manned reception** adds the opportunity to have collaborative procurement and out of hours deliveries

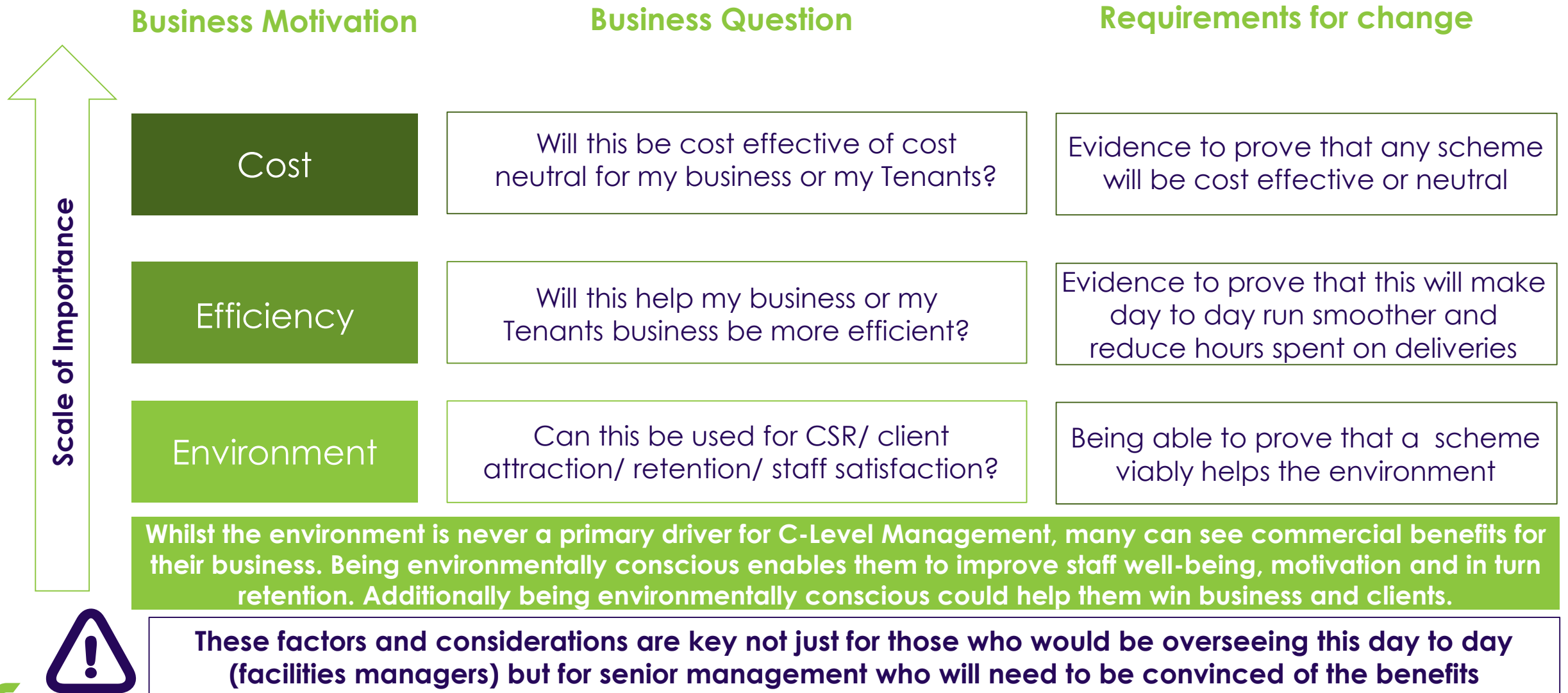


**Response to idea to preferred supplier
framework**

We had a large amount of variation in the level of involvement Landlords and Management Companies had in tenant services, deliveries and collections

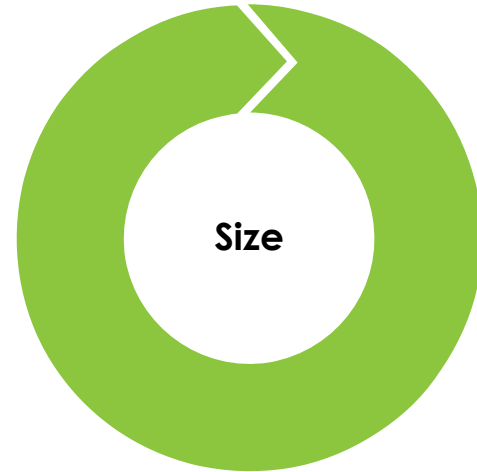


The perspective towards preferred suppliers is seen through a business driven lens; cost and efficiency are key drivers

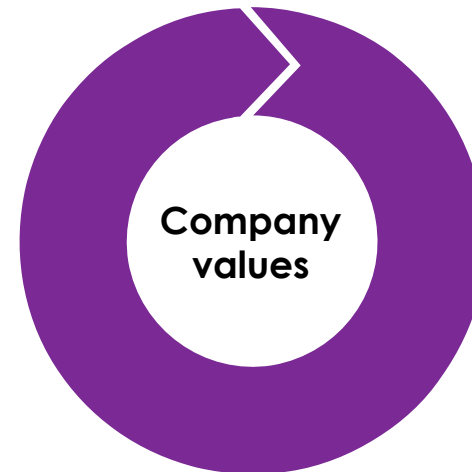


We found that there were key 3 factors that contributed to individuals reception of preferred suppliers

There isn't a one size fits all approach that will mean that this initiative can have universal appeal. Each business has unique factors that impact how engaged they are with this idea:



Management Companies/ Landlords with large teams are more capable of making changes due and generally more aware of aware of issues



Businesses with a strong CSR focus are most receptive to change They like being at the forefront of new initiatives. They feel that once change is initiated, people will follow



Some businesses have already been contacted about consolidation, delivery reduction, collaboration etc via BIDS/suppliers, or experience with previous employers drives in interest in change

Landlords feel if clearly communicated to Tenants, initiating preferred suppliers could make them more appealing to Tenants



Having preferred suppliers gives Landlords greater control over their buildings and how they are looked after



Can offer Tenants **better rates** than if they were to procure separately, due to increased buying power



Time saving – Tenants do not need to go through the procurement process themselves or spend valuable time researching suppliers



Reassurance around **trust and reputation** of supplier. Giving them greater control over the standard their building is kept to



Fewer service visits to the building (due to fewer suppliers), thus **less disruption**



More **power** to rectify poor service/confidence that complaints will be taken seriously or quickly rectified



“If talking to a newer company, we would be doing them a favour because everything would be set up. We would have also have more buying power” **Sourcing Manager for Estates and Facilities, Essentia**



Fewer suppliers should mean fewer issues with service visits attending the building – so issues like the rubbish not being collected should be alleviated. Having one preferred supplier would give us more power to insist collections happen

Office Manager, Business France

Selecting the best supplier is the greatest concern for Landlords and potentially losing prospective Tenants that don't see the benefits



The act of selecting a supplier can feel daunting and as though they are taking on a responsibility that could be loaded with problems



If the landlord had a different way of sourcing and they said this is the supplier, use them, I would question as a tenant, well how did you source them, how do I know they're quality, value for money, a sustainable business? **Management**

Company

Landlord concerns



Landlords have questions around how they should go about **selecting the most appropriate supplier** that will satisfy the needs of all Tenants

There is a belief that selecting the correct supplier may take **time and effort**; particularly those with smaller teams, there is a feeling they may be taking on too much admin

There is a concern that they will have to become an **intermediary between suppliers and tenant** – if there are **complaints** about the supplier they will have to deal with them

Feeling that **current Tenants will reject the change** and may resist the idea of being given less choice of supplier. A desire to have a bank of facts and justifications for how this can benefit Tenants to help ease this transition

Management Companies feel preferred suppliers could be beneficial for both them and their Tenants, again communicating it clearly is vital



Management Company benefits

To some Tenants this could be **positioned as a service**, alleviating some of the hassle out of running an office, which could in turn make their building seem more appealing to clients and prospects. People on **short terms leases often want things to be taken care of for them** so this would be selling point

Receiving a form of **accreditation could be beneficial** from a CSR point of view, shows that the Management Company are thinking about London and its future

There are positives in terms of **security** for the building as there are **fewer people entering** the building

Preferred suppliers will **mean less time spent receiving deliveries** and managing service visits/ collections for management staff

Fewer deliveries will be **better for the environment and local area**

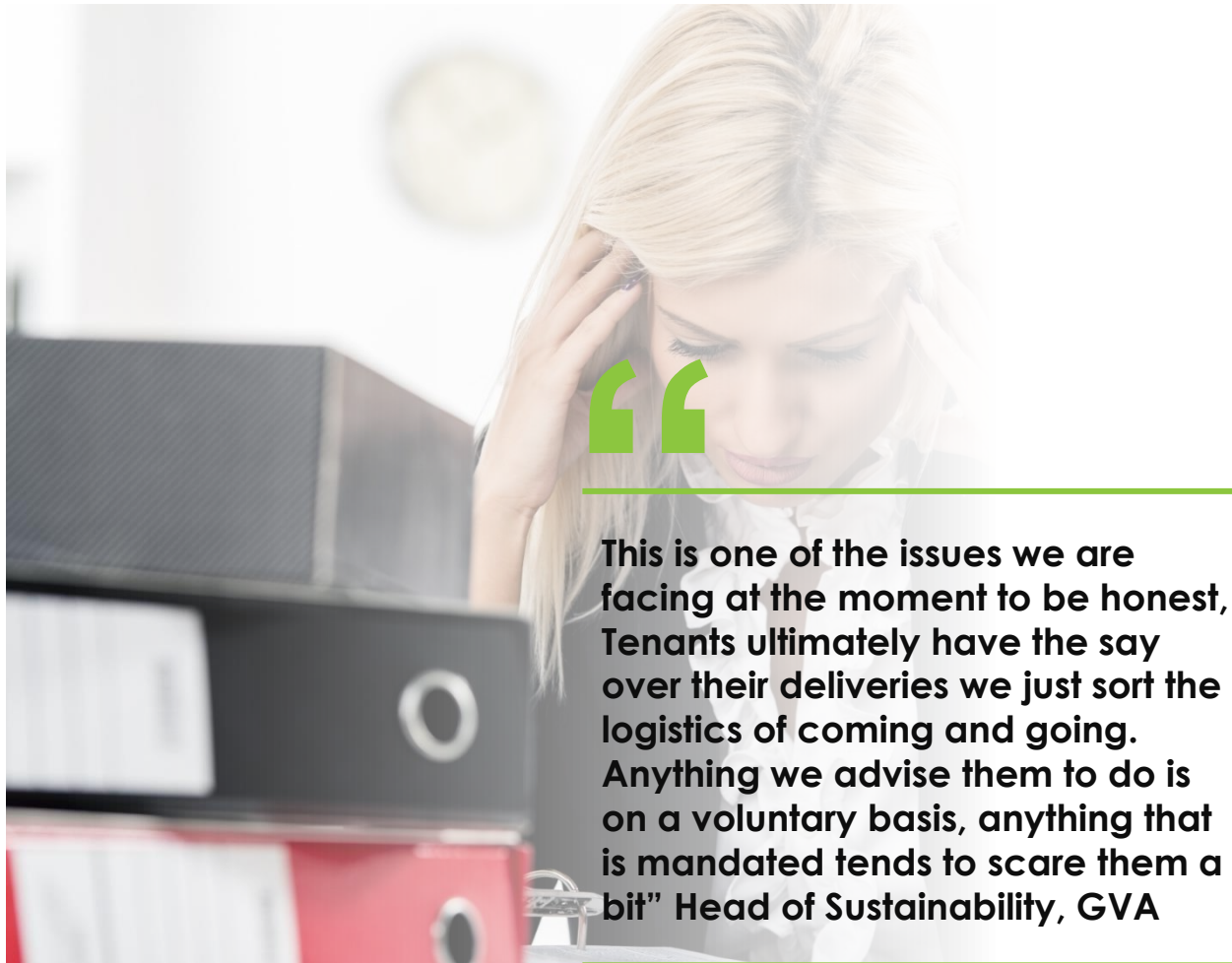
Makes **staff feel empowered** that they can make a change to the polluted conditions of London's streets



”

“From a security point of view, fewer people entering the building”
Associate Partner, Farebrother

Again, concerns are mostly around tenant satisfaction and how this would be managed day to day



“

This is one of the issues we are facing at the moment to be honest, Tenants ultimately have the say over their deliveries we just sort the logistics of coming and going. Anything we advise them to do is on a voluntary basis, anything that is mandated tends to scare them a bit” Head of Sustainability, GVA

Management Company concerns



Knowing how many suppliers Tenants currently use, Management Companies are concerned that **clients may be resistant to being restricted** in terms of suppliers

Concern about how they would go about **policing this scheme**, unclear on how you stop Tenants from ordering from non-preferred suppliers. Many are **uncomfortable with the idea of being strict** with their Tenants and feel it could be detrimental to their relationship

Concern the **Landlord may not select a good supplier** and as the middle man they would have to deal with the repercussions and trying to enforce it

Feeling that it **may lose momentum**. If there is no punishment for breaking agreement, what's to keep it going day to day?

Tenants see the benefits initially for environment only, however the prospect of lower rates gets attention



Tenant benefits

The idea of receiving **preferential rates is appealing** to Tenants. Whilst many like their current supplier, all are **happy to switch to a cheaper provider** as long as they have the products they need

Having the Landlord select the suppliers for the means they **don't need to search for the best price** for items, **saving them time** selecting suppliers and comparing quotes

The benefits for the environment are felt to be **beneficial from a staff satisfaction** point of view. This type of message is felt to be good for employee satisfaction and something staff like to see their employer doing

Having fewer deliveries to the building means that there is a **nicer local environment** outside the office and safer working conditions



But Tenants do worry about the restrictiveness of a mandate and it can be off putting



Tenant concerns



Facilities managers at Tenant businesses feel that they will **need to 'nag' team members** to only order/ shop using preferred suppliers. Concern that there may be a **fine involved** if a team member orders from a non-preferred supplier

Attractive rates are often offered by new suppliers, Tenants feel it would be challenging to not take up better value offerings from a business sense

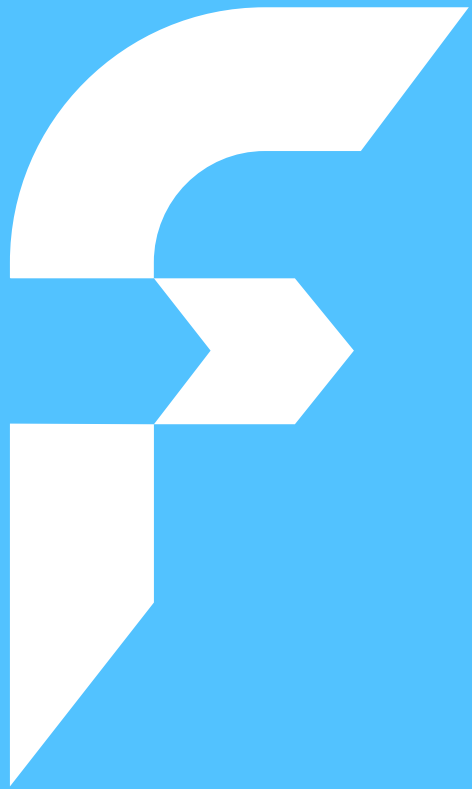
Concern that if all Tenants in a building had the same supplier, when deliveries are made there is a chance the **boxes may be mistakenly collected**

When a business has **tight security they have specific standards** that need to be met. For example, cleaners, some Tenants have strict requirements in terms of who they will allow access to the building and when

Some Tenants already have **good relationships with suppliers**, and are resistant to change – however all admit that lower rates would encourage them to trial the new supplier

Some businesses (generally larger) have procurement teams, this means their business as a whole will have agreed to a preferred supplier already. As such, preferred suppliers would not work for them

Case Studies: Implementing Preferred Suppliers



Some Landlords, Managements and Tenants are already implementing preferred suppliers at different levels

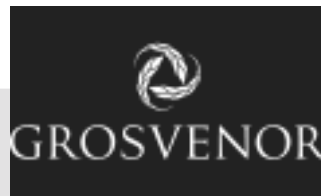
We have outlined a few case studies to demonstrate key drivers, experience and insights into best practise

Voluntary Preferred Suppliers



Voluntary preferred suppliers & working with BIDS to develop a 'greener' business model

Support and guidance from a larger organisation is key in helping Landlords see the benefits and understand how to implement/execute



Consolidation of office supplies and personal deliveries

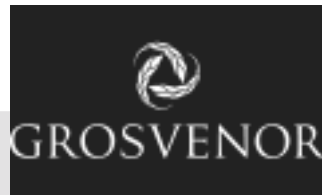
Important to communicate benefits to staff clearly and make it 'difficult' to receive personal deliveries any other way



Voluntary preferred supplier list

A softer approach initially may work better for some, before preferred suppliers/consolidation becomes the norm across the capital

Consolidation



Waste consolidation across the estate

Crucial to put effort behind exploring and explaining the benefits to Tenants and targeting the key decision makers



Preferred suppliers and consolidation

Vital that benefits for Tenants are clear

Young Women's Christian Association: working with BIDs to understand how preferred suppliers and delivery consolidation could work



A charity working to reduce inequalities in health and wellbeing by supporting women to make healthy life choices. Offer a women's only gym, café and office space for hire on their site on Southwark Street



I'd like some kind of procedure document to help me understand how to run it day-to-day E.g. the best way to collate orders, how to choose suppliers etc

Operations Manager, YWCA

How it works

Currently offer the opportunity for Tenants to share suppliers for certain goods and services but it's not mandatory i.e. waste collection, sanitary collection and cleaning, however so far only 1 tenant out of 4 has taken this up

Working with Better Bankside who arranged for someone from Cross Rover Partnership to visit and discuss how they can be more green as a company, including deliveries and how they can minimise these. Currently looking into how this could be implemented

Key drivers:

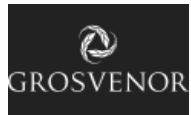
- **Promoting Healthier streets** – better working environment for employees and Tenants due to lower levels of fumes generated by deliveries
- **Make them look good as a Landlord** – saves Tenants money and shows they care about the common good
- The **involvement and support of BIDs** has been key in getting them to consider preferred suppliers and consolidation as a possibility, in addition to helping them understand how it could work logistically

Implementation:

- Not yet at implementation stage, however expressed a desire for a 'tool-kit' to help with implementation and execution e.g. outlining processes, information to give to Tenants

Insights/learnings: support and guidance from a larger organisation is key in helping Landlords see the benefits of preferred suppliers and collaborative procurement and understand how it can be implemented

Grosvenor: consolidation of office supplies and personal deliveries



A global, privately owned property business who develop, manage and invest in property. They are currently working to reduce deliveries to their own offices



We have one electric vehicle delivering to us each day. We have not banned personal deliveries but we have found an innovative way to deliver them in a zero emissions way to Central London. In the three months running up to Christmas we've saved over 2000 delivery vans coming to our office by doing this. That's the scale of influence of just one office

Operations Manager, Grosvenor

How it works

A partnership with two different companies; one is an office supplier (stationery, minor room refurbishments, printers, carpeting etc) and the other is a logistics company that uses electric vehicles. The office supplier sends all deliveries to a consolidation centre at the logistics company; similarly all employees also send their personal parcels to the consolidation centre (staff are given a card to remind them of the address). The logistics company then deliver to Grosvenor once per day at 5pm using their green vehicles. It doesn't save money, however it is cost neutral.



Key drivers:

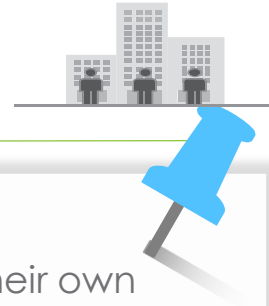
- **Reduced number of deliveries:** only one delivery per day thus less staff time spent receiving and sorting deliveries
- **No need to ban personal deliveries:** keeps employees happy!
- **Environmentally friendly:** deliveries arrive in central London in a low emissions way
- **Nicer working environment:** fewer smelly diesel trucks visiting the building

Implementation:

- **No issues with implementation** – staff members very quickly became used to it
- **Introduced a Sin Bin** - if a delivery is sent direct to Grosvenor offices then staff are not told that it's there. They have to keep going back and asking if their parcel has arrived yet. The Operations Manager is told if anyone has been put in the Sin Bin
- **Clarity around sustainability & benefits:** ensured they were clear with staff WHY they were going to receive their personal deliveries in this way in the future

Insights/learnings: important to communicate benefits to staff clearly and make it 'difficult' to receive deliveries any other way

GVA, Tenant initiative & voluntary preferred suppliers



GVA

A multi-disciplinary property consultancy with 12 offices in the UK. Advise at all different stages of the life-cycle, including leasing properties to tenants and managing and maintaining those buildings



It reduces vehicles on the road because there is only one van that serves 4 tenants rather than 4 different vehicles

Head of Sustainability, GVA

How it works

GVA have made a list of their suppliers available to their Tenants so they can choose to also use them if they wish (voluntary preferred suppliers)

Key drivers:

- **Time saving** – no need for Tenants to research their own suppliers
- **Better for the environment** – reduces number of vehicles on the road

Implementation:

- Have made preferred suppliers voluntary which is an easier sell than mandatory

Insights/learnings: a softer approach initially may work better for some, before preferred suppliers/consolidation becomes the norm across the capital

Steer Davis Gleave: preferred suppliers and consolidation



An independent transport consultancy who sub-let office space to multiple tenants

How it works

Currently service charge their Tenants for the below services:

Cleaning
Maintenance
Waste Collection
Recycling
Gas & electricity

Can see that there are other goods and services they could consolidate that everyone needs but don't currently (e.g. food, drink, stationery etc)

Key drivers:

- **Maintain control** – ensures that only reputable suppliers are entering and working on their building so they can be confident that their building is being maintained to the standard they would like

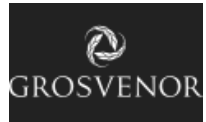
Implementation:

- Generally easy to implement as **Tenants can clearly see how it can save them time** as they do not need to source their own suppliers

Insights/learnings: important that benefits for Tenants are clear



Grosvenor: waste consolidation



A global, privately owned property business who develop, manage and invest in property. They are currently working to reduce suppliers across their estates



We explain to customers that our preferred waste supplier will be able to offer a more attractive commercial deal and that it would be something better for them in the long run - through our experience persuasion is better than force"
Sustainability Manager, Grosvenor

How it works

Grosvenor is trying to create a single waste management supplier throughout the estate as they feel that the council collection is not good enough and bags of waste are left hanging around on the street for too long. They have found an independent company (First Mile) who employ novel methods to collect waste quickly and in an environmentally friendly way (e.g. bicycle collection, zero waste to landfill).

Key drivers:

- **Nicer streets/environment:** waste hanging around on the street for less time
- Eventually will be **able to charge higher rent** as it will create an environment that Tenants will want to be part of

Implementation:

- **Currently write into new contracts** that Tenants have to use First Mile for their waste collection (no push back experienced here – Tenants are more concerned with how much rent they will be paying), however existing Tenants often need convincing
- **Sales staff from the waste Management Company are involved** in convincing existing Tenants to take part
- **Tenants are not always convinced that the waste disposal company selected is actually a zero waste to landfill company as they claim** – Grosvenor followed them around to see what they actually do
- **Explain sustainability credentials** to Tenants and that they can use this in company literature
- **Communicate cost savings** for Tenants to help convince them to change
- **Buy in from CEOs has been key** – not office managers


Insights/learnings: important to put effort behind exploring and explaining the benefits to Tenants and targeting the key decision makers



Moving Forwards with Preferred Suppliers

An abstract graphic on the right side of the slide. It features a large white arrow pointing to the right, which is partially overlaid by a maroon arrow pointing to the left. The background is a solid maroon color.

All felt positively towards the idea of preferred suppliers. Management Companies and Landlords that already 'service' their clients were most receptive



"We really believe that having a solid Corporate Responsibility strategy looks good to potential and existing clients - we want to change and adapt"

Head of Sustainability, GVA

When discussing preferred suppliers – Landlords and Management Companies can see the benefit to the environment and congestion and the CSR benefits immediately.

The fiscal benefits in terms of lower rates and reduced staff time processing deliveries needed to be prompted. When considered, this was a huge positive for Tenants, Landlords and Management Companies.

Preferred suppliers in the congestion zone doesn't feel alien; it feels like the way forward, some had even tried to pilot something similar themselves.

Barriers are that most don't know where to start. Landlords and Management Companies worry that it may be damaging in terms of their appeal to prospective Tenants.

Management Companies/Landlords that provide a higher degree of 'service' feel this will be more straight forward as they are more familiar with this concept.

From Landlords' / Management Company point of view there is a preference for preferred suppliers being introduced as encouragement rather than mandated

Allowing Tenants to opt in rather than enforcing rules feels more collaborative and feel like a more appropriate way to introduce this

Whilst all Landlords and Management Companies see the benefits to preferred suppliers. Many Landlords/ Management Companies feel uncomfortable enforcing rules on Tenants. They feel that there is the potential that including extra mandates in tenancy agreements can make them seem difficult, and could potentially make their building seem less desirable.

It was felt that offering reduced rates for a preferred 'building' supplier and explaining all of the benefits associated would be enough incentive for most Tenants to take it up and can be easily sold as a benefit

“

Different tenants have different needs. They might have different confidentiality agreements, procurement agreements. This wouldn't work for them so you don't want to lose them

**Operations Manager, YWCA
(Landlord)**

“

If you mandate something and customers don't really understand why they will not engage with it or see it through. Its more important to make sure it is explained properly rather than dictate

**Sustainability Manager,
Grosvenor**



In general, Hard and Soft services seem like the most natural fit for utilising preferred suppliers

Not only do they tend to be less divisive suppliers for Tenants, but also they give the Landlord a greater degree of control over how the building is managed

Hard Services



Gas, electricity, water



Internet carries more complexity due to individual tenant business requirements. Larger or tech based companies often have stricter requirements and have their own preferred suppliers

Soft Services



Security, maintenance, waste, recycling, cleaning*



Tenant restrictions and confidentially agreements mean that some clients will have very specific needs from those that enter the building.

Implementing preferred suppliers where individual tastes and business needs have higher importance is felt to be more troublesome

Less challenging

Non Business Critical Deliveries

Toiletries and food/drink (e.g. tea, coffee, milk). This feels particularly simple in offices with communal spaces

These supplies are considered less business critical so Tenants are more open to using a new supplier, particularly if savings can be made. However as tastes and individual needs of business are more important here, concern from Landlords that this could cause controversy

Business Critical Deliveries

Stationery, IT equipment, couriers

More unique needs come into play with Stationery and IT. Courier companies can be divisive for Tenants. Those that have had bad experiences will resist using these companies. For many Tenants having a speedy, reliable courier is essential to their day-to-day running e.g. law firms using couriers to deliver legal documents

More challenging



We asked Landlords and Management Companies to construct the perfect process for instigating this



Whilst there is a definite preference for encouraging rather than mandating, the concept can feel less intimidating if introduced in the right way and allowing Landlords/Management Companies to demonstrate direct benefits as they go



Being contacted via trusted sources brings credibility to the initiative



- Direct communications/ meetings/one-to-one meetings from/with a trusted source:

- **BIDS**
- **City of London**
- **TfL**
- **Land Registry**
- **Local Councils**

Ideally the concept would be introduced to Landlords via a face to face meeting where the benefits can be clearly explained.

- Communications should be targeted at senior team members. Facilities managers can't instigate something like this themselves, they need approval from senior team members
- TfL speaking at targeted events like Clean City awards, BIFM (Professional Body for Facilities Management), other events where CEOs, CFOs will be present
- Landlords that are involved in piloting should speak at events and act as mentors for those about to go through the process

There is a resistance to mandating specific clauses into tenancy agreements, it feels too restrictive

As the concept of preferred suppliers is still relatively new, having more restrictions added on top of this feels like too much of an ask of Tenants. Some of the clauses feel more achievable than others

Supplier Responsibility

Specifying that a minimum order needs to be achieved before a supplier can make a delivery

Consolidating orders across the building into bulk deliveries

Too strict/ tricky to implement

Mandating that deliveries can only be received on certain days

Possible but need support/resources

Mandating that deliveries can only be received at certain times

Type of vehicles used

Payment of minimum London Living Wage

The detail

Supplier Responsibility

Landlords and Management Companies feel that these concepts need to be driven by suppliers.

Without supplier involvement, Landlords and Management Companies feel that this would require them to co-ordinate all orders across the building. This sounds like a lot of staff time/costs

Too strict/ tricky to implement

Landlords and Management Companies worry about restricting their Tenants/potential Tenants choices too much.

Specifying days for deliveries could concern Tenants that require things urgently. Potential this could work for predictable repeat non business critical orders e.g. toiletries however it still feels too restrictive

Possible but need support/resources

Enabling Tenants to still have deliveries/collections every day feels less restrictive. Buildings with 24hr manned receptions are open to receiving deliveries out of hours. Need for resources that provide evidence to support the need for time restrictions

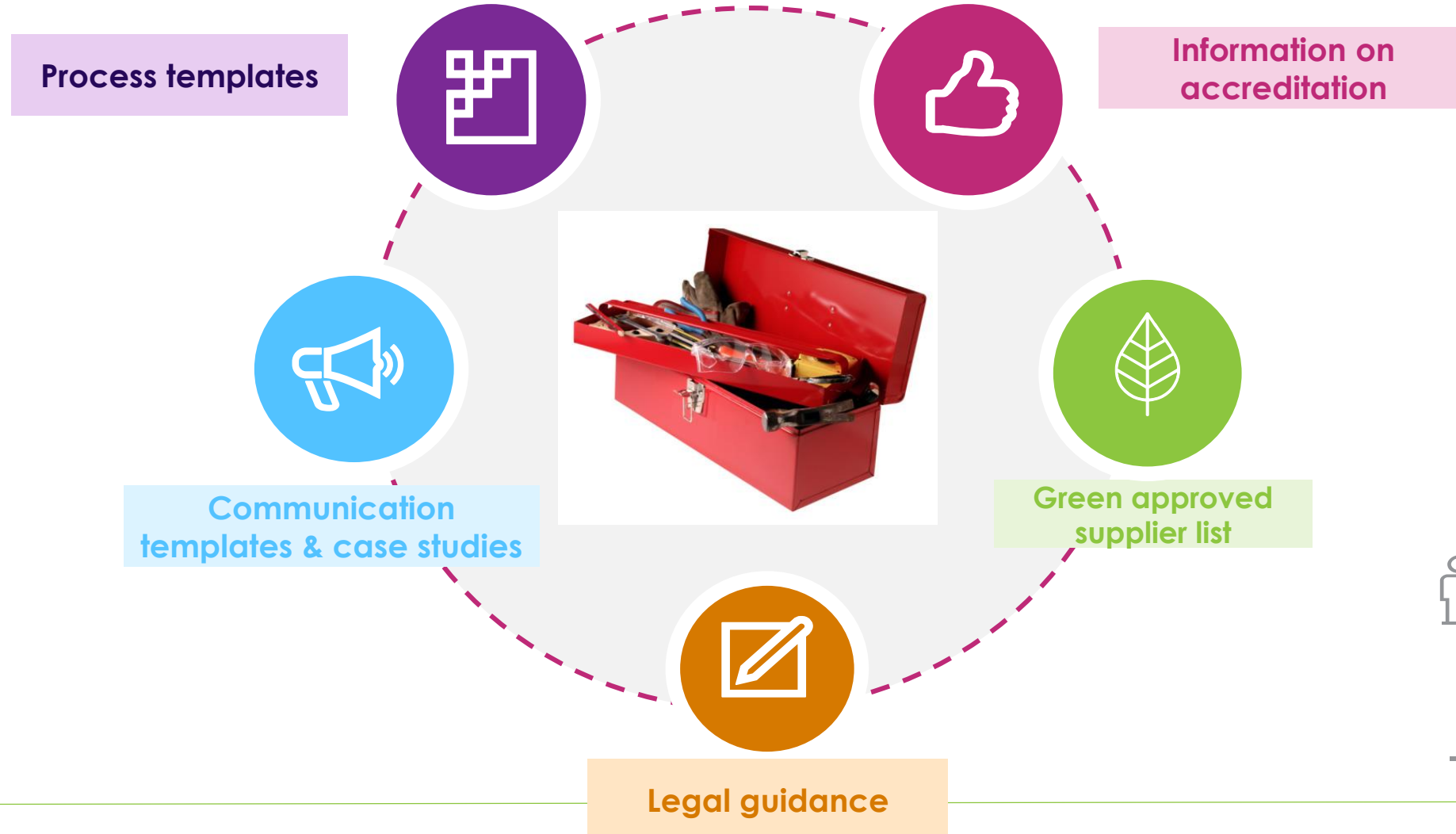
To mandate specific supplier criteria (such as type of vehicle/payment of London Living Wage) Landlords feel they need a resource which provides a list of companies which comply. Otherwise investigating this themselves would feel too onerous a task.

The Toolkit



A tool kit would be a vital resource for those entering into this initiative

An online portal where Landlords and Management Companies can go to find templates and guidance on how to implement preferred suppliers/consolidated deliveries



Comms templates will be important to help get Tenant buy-in but process templates will be key for successful execution of the scheme

Communication templates & case studies

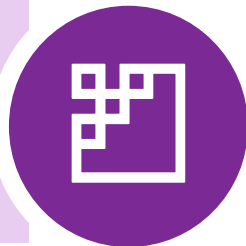


- Leaflets and posters that can be printed off/sent to Tenants that communicate the benefits to Tenants, focusing on cost savings which are a key motivator, alongside environmental benefits and impact on CSR
- Information leaflets on the preferred suppliers themselves that can be sent to Tenants
- Case studies of companies who have successfully implemented a Preferred Supplier/Consolidation/Collaborative Procurement scheme, including: key benefits, any issues with implementation and how they were addressed



“Firm case studies across the boards and the opportunities for potential tenants to speak to people who have done it, mentor. So they can share their experience: benefits and difficulties. If the council could put those people forward would be great.” Company Owner, Potential Tenant

Process templates



- Step by step guidance on what procedure to follow to implement (as per PUDO toolkit overview)
- Templates for each stage of the process:
 - Spreadsheet for conducting an audit of needs and current suppliers in the building to understand individual Tenant needs but also to gauge the scale of delivery issues and provide Tenants with relevant data for their building
 - Guidance on preparing an invitation to tender/procurement template
 - Template/guidance on how to collect and manage orders



I can use other companies frameworks instead of creating my own. In term of resources, I would like to use already existing frameworks. A sort of template I could use for my building/ projects.” Sourcing Manager for Estates and Facilities, Essentia

Tools that can remove some of the leg-work for Landlords and Management Companies during implementation were highly desired

Information on accreditation



- Information on how they can gain a 'green Landlord' accreditation and templates and logos that they can use in their business communications
- Something similar for Tenants that can be used by Landlords/Maintenance Companies as a bargaining tool



**“Green accreditation: benefit and is of interest, some of their clients look for things like that”
Management Company**

Green approved supplier list



- Some felt that they would also like the suppliers themselves to be 'green' e.g. deliver in electric vehicles, have strong environmental credentials, however most wouldn't know where to look to find this information
- A list of 'green' suppliers and their credentials would be extremely useful when deciding with whom they should be putting their contracts out to tender



**“I don't know who are the 'green suppliers' so would be good for TfL to advise us of this”
Operations Manager,
Young Womens Christian Association (Landlord)**

Legal guidance

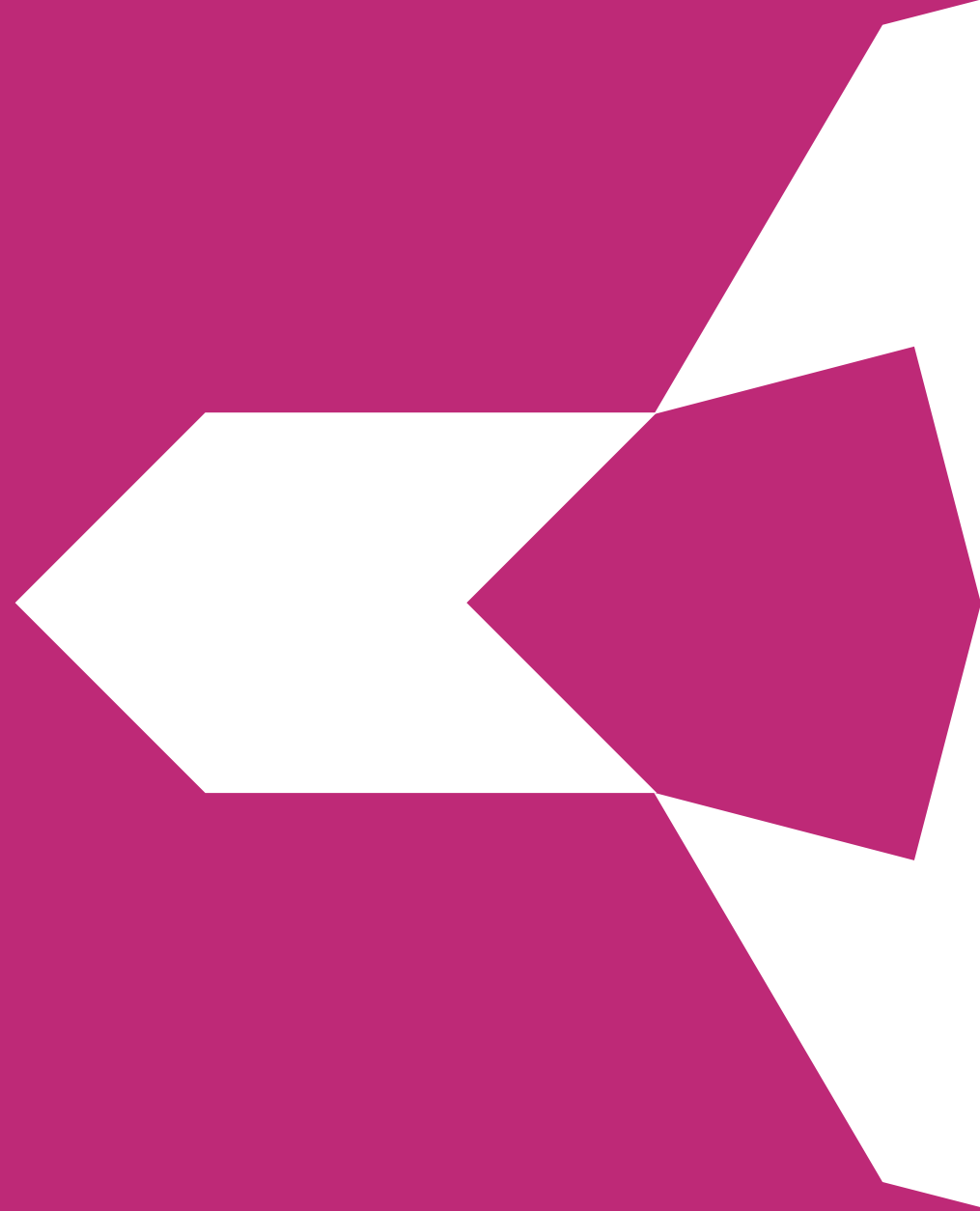


- Suggested clause wording that could be written into contracts
- Information on where to find appropriate legal guidance (smaller Landlords)



**“Would also definitely need legal advice; people need to understand, as most may not even read their lease agreements carefully”
Marketing Manager, Bubba Shrimp Co**

Appendix



Overall, there is an increased awareness and understanding of individual responsibility in helping reduce congestion vs a few years ago

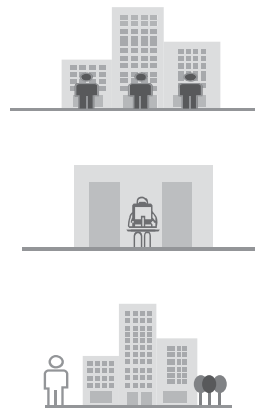
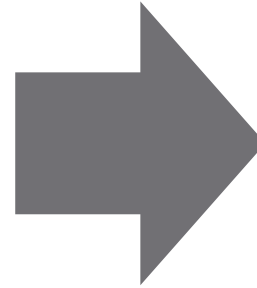
2016



In previous work we have conducted around retiming and consolidation we found businesses were unwilling to accept any accountability for congestion. There has been a marked change in taking responsibility and acknowledging their own role in congestion on London's roads



"I don't see that my 5 deliveries a day really has an impact. It's bigger places that would need to change"
Business (From Retiming and Consolidation Report 2016)



2018



As such businesses were more receptive to the idea of trying to reduce congestion

If preferred suppliers can be seen as a solution to alleviating congestion, there is likely to be a readiness to engage with the initiative that perhaps wasn't there a couple of years ago



"This is everyone's problem, your workforce have to walk through polluted streets to get to work. It effects everyone"
Property Director, The Leadenhall Building

